North Carolina

Criminal Justice Data Integration

Pilot Program

Quarterly Report
April 2010

North Carolina
Office of the State Controller

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I.   Background

The Office of the State Controller (OSC) was charged with the responsibility of developing a statewide collaborative effort to modernize and standardize key business processes. The BEACON Data Integration Program was created by Session Law 2007-323, House Bill 1473 (Appendix A), and consequentially the development of a Strategic Plan for Statewide Data Integration. (See also Session Law 2008-107, House Bill 2436 - Appendix B).

A goal of the BEACON Data Integration Program is to provide a statewide framework that equips agencies with enterprise analytical capabilities for improved decision making. The Plan calls upon senior leadership to champion a cultural shift promoting data sharing and encouraging business leaders to become stewards rather than owners of the State's data assets.

Data integration's foundation is based on merging and reconciling dispersed data for analytical purposes through the use of standardized tools to support quick, agile, event-driven analysis for business.   In short, its mission is to transform data into meaningful information for business decisions.

In 2008 the number of disparate data sources and lack of integration across the criminal justice continuum was brought to the public's attention.   In response, and in alignment with the BEACON Data Integration Strategic Plan, the General Assembly directed the Office of the State Controller, in cooperation with the State Chief Information Officer, and the BEACON Program Steering Committee, to develop and implement a Criminal Justice Data Integration Pilot Program in Wake County. The pilot program's goal is to provide criminal justice professionals with access to timely, complete and accurate information for enhanced decision making. The pilot application has been named Criminal Justice Law Enforcement Automated Data Services (CJLEADS).

The CJLEADS State project team is managed by the OSC. Subject matter expertise and guidance on industry best practices is being provided with the assistance of George Ake of the National Institute of Justice, Fletcher Clay, former Colonel of the North Carolina State Highway Patrol, and Ike Avery, former Senior Deputy Attorney General of the NC Office of the Attorney General.

This report summarizes the Wake County Criminal Justice Data Integration Pilot Program activities since the January 1, 2010 quarterly report.

II. Criminal Justice Pilot Program for Wake County

Session Law 2008-107, House Bill 2436 recognized the urgent need for state-of-the-art integrated criminal justice information and mandated:

- The development and implementation of a framework for sharing of critical information as soon as possible.

- The Criminal Justice Advisory Committee, the Department of Justice, the Administrative Office of the Courts, the Department of Juvenile Justice and Delinquency Prevention, the Department of Correction, the Department of Crime Control and Public Safety, the Department of Transportation, and local law enforcement agencies shall fully cooperate with the Office of the State Controller and the State Chief Information Officer, to identify the informational needs, develop a plan of action, provide access to data, and implement secure integrated applications for information sharing of criminal justice and corrections data.

  The pilot shall:
    - integrate and provide up-to-date criminal information in a centralized location via a secure connection;
    - comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under Federal and State law shall be limited to authorized persons

  Session Law 2009-451, Senate Bill 202, subsequently directed the OSC to develop full operational capacity in Wake County during the 2009-2010 fiscal year.

(A)   Objective

The objective of the data integration criminal justice pilot program for Wake County is to identify the criminal justice informational needs and develop an integrated solution that is scalable for use by State and local law enforcement and others involved in the administration of justice to make better informed decisions.

(B).   Approach

The following groups and individuals are collaborating in the development of the Criminal Justice Pilot Program: the BEACON Program Steering Committee, the Criminal Justice Advisory Committee, and the Criminal Justice Pilot Program Project Team. A complete listing of the team members can be found in Appendix C.

Session Law 2008-107, House Bill 2436, Section 6.8.(c) 4, states "To conduct integration activities as approved by the BEACON Program Steering Committee. The State Chief Information Officer shall utilize current enterprise licensing to implement these integration activities." In accordance with this directive, the State CIO with support from other state agencies reviewed the existing enterprise licensing with SAS Institute

Inc., (SAS) and negotiated an expansion of the software license to include the Judicial Branch.

Included, at no additional charge, within this enterprise license agreement was the application development of the Wake County Criminal Justice Pilot Program. To support the development of the pilot, SAS agreed to analyze the State's business needs, identify the data sources, integrate the offender data, and build a criminal justice pilot application for Wake County.

The State project team is working together to identify the legal, regulatory and technical requirements, along with the business rules and data sources, associated with sharing and integration of criminal justice information.

The SAS project team is following an iterative design, development and test approach in building the CJLEADS application. The development incorporates the business requirements and rules defined by the State into a web-based user interface (UI). The UI is a series of screens or reports which depict a profile of an individual's criminal justice information.

Security of offender information is imperative. Within agency applications, some information is considered public information while other information is tightly secured and cannot be shared unless the law enforcement professional accessing the information meets the required certification. The CJLEADS project team will identify and develop security policies and application components to meet the security requirements.

The internal State project team will complete initial quality assurance (QA) and test activities to confirm the accuracy of the integrated data and the implementation of the business rules. When the pilot application has met defined acceptance criteria, it will be deployed to selected Wake County users for further testing and review in normal business environments.

(C). Accomplishments

a. Technical Data Center Environment

The CJLEADS application is currently housed in a SAS development environment. To meet the objective to begin deployment of a fully operational pilot within Wake County beginning June, 2010, the OSC, with the support of the State Chief Information Officer, recommended continuing SAS services to host the pilot application until design and development activities associated with the initial requirements of the application are complete.

To support the on-going design and development as well as the operational CJLEADS application for rollout to Wake County, SAS has collaborated with the State project team to complete the technical architecture design. The designed architecture provides an environment with two active data center sites that will allow for high availability and failover of the system. This ensures that if one environment

encounters a hardware failure or power outage, the remaining site can support all users until the first site is restored.

Based on the technical design, SAS has procured the required hardware and established the development, test and production environments in the SAS hosted data centers. SAS software and configuration activities and migration of the application to the new technical environment is underway. The project team will be testing the application in the new technical environment in preparation for the June deployment timeframe.

As defined in the contracted services, SAS is working with an independent third party vendor to conduct penetration testing on the hosted technical environment. Penetration testing activities assess the technical environment and identify any areas that may need to be addressed to ensure the security and integrity of the technical environment.

The technical environment has been designed to support the statewide deployment of CJLEADS. Beginning in June, 2010, the environment will initially be deployed in a phased approach to approximately 3,000 Wake County users. Future rollouts statewide will increase the use of CJLEADS to approximately 30,000 users. The more robust production environment will be optimized to ensure system performance meets the needs of the end users.

b. Quality Assurance and User Testing

The project team continues extensive quality assurance and user testing of the pilot application with actual system data. In addition to the State project team members, law enforcement officers from various organizations in Wake County were asked to test the application for ease of use and functionality. Iterative and continuous testing is crucial as new data sources and functionality are developed and incorporated into the application.

Testing activities continue to focus on the following areas:

Data Quality and Integrity

Clustering is the process through which the system evaluates individual records from the different sources and determines whether or not those records represent the same individual. As each new source of information is incorporated into the application, the clustering of the data is re-tested to ensure that the new data source did not affect the accuracy of the previous clustered information. Iterative testing allows the project team to refine the matching algorithms for a higher level of confidence and increased ability to cluster information.

Data quality issues, highlighted through testing, are a result of legacy data from older systems, inconsistent standards for data input by local agencies, and intermittent outages between the third-party vendor interface which collects data from local agencies.

The project team continues to identify and resolve the data issues where possible to provide the most accurate information to the criminal justice professional. When data is incomplete or out of date, the application is designed to alert the criminal justice professional to verify the data content before acting upon the information.

<u>Security</u>

Each data steward has identified their organization's specific security and confidentiality requirements associated with the data provided to CJLEADS. Based upon these requirements, the project team has tested and confirmed the following application security features:

- Limited access to the CJLEADS web-based user interface from specific Internet Protocol (IP) ranges identified by the State as valid State facilities or mobile network devices. Access to the application from public IP ranges is prohibited.

- Standard application security technical components including data transmission through secure file transfer processes, firewalls, and data encryption capabilities.

- Role-based and data element security to ensure that only criminal justice professionals with the proper authorization have been granted access to the data in the system.

Security will continue to be tested as each new data source is incorporated into the CJLEADS application.

c. Design and Development

The project development approach has transitioned to a formal, yet flexible approach for requirements definition and design. Each new data source and major deliverable is defined by a detailed business requirements document and will be supported with two development releases; alpha and beta. During the alpha, or initial release of new requirements, users will be able to test the application and data and fine tune the business rules. The beta, or second release, will incorporate changes identified during the alpha testing period and will allow for final testing before sign-off of the system functionality.

The project team continues to define business requirements to support new sources of data and user functionality for the CJLEADS application. Prior to the Wake County rollout, the project team will "freeze" CJLEADS with a defined scope of the application for deployment. The data and functionality associated with the first release of the application will undergo a final round of quality testing in preparation for a June release date.

Design and development of remaining activities will continue throughout the summer and fall. As new areas of data and functionality are completed and tested, the project team will issue periodic new releases of the CJLEADS application.

Requirements deemed to have priority for the fully functional Pilot have been ranked to ensure the application's critical path items are being addressed.

Status for the following data sources and functionality, included in the Phase I rollout to Wake County in FY 2009 – 2010, is provided below.

- Clustering

  Clustering is the process of mapping individual records to an offender. Many complex business rules have been developed to support this effort. As each new data source is added, the clustering rules are re-evaluated and tested to ensure the new source has been appropriately integrated with other data sources. CJLEADS currently has approximately 13.2 million clustered offender records which incorporate 39.8 million records from three data sources - AOC, DOC and local jail information.

  To verify the clustering algorithms SAS has provided documentation, data and statistical reports. The introduction of these new tools has provided the ability to focus on anomalies in data that identified minor clustering rule revisions. The State project team plans to continue to evaluate the clustering process to ensure the quality.

- Administrative Office of the Courts

  Administrative Office of the Courts data (court records, images, warrants) has been integrated within the CJLEADS. The volume and complexity of the data has proven to be challenging.   AOC has identified the remaining activities to complete this functionality and signoff on their contribution to CJLEADS.

  The AOC provided the data and business rules to support the incorporation of the Master Person Key Identifier in CJLEADS. The Master Person Key Identifier allows for clustering AOC case records for an individual. This data has been implemented and tested in CJLEADS.

  During the evaluation process of the AOC court records it was determined that a full file replacement of the data and images is necessary prior to the Wake County rollout to ensure all changes made to the system during testing are encompassed in the AOC data. This activity will provide a complete set of criminal court records for use in CJLEADS. Due to the high volume of records to be loaded the AOC has been working with SAS to ensure the transfer and load of data.

  Work continues on the following actions that are critical to completing signoff of the AOC data source and functionality in CJLEADS:

  - Verify and approve photographic images loads
  - Review data validation reports and complete a historical AOC data reload
  - Complete the testing of the final beta version for AOC data and functionality
  - Provide signoff for the AOC data and functionality

- Department of Correction

  Department of Correction data (Prison, Community Corrections) has been integrated within CJLEADS. The CJLEADS application was modified to more effectively display offender prison and community corrections information. DOC has tested and approved the prison and community corrections data and functionality.

- Governor's Crime Commission - NC Local Jail Records

  Jail data is collected from the Sheriffs' county jail management systems participating with the third-party vendor, Appriss, to support victim notification services. Although the jail data has a number of challenges with data quality and completeness, incorporation of this data has added information and images to provide a more complete view of an offender. Jail data provides over 300,000 images, many for offenders who did not have images from the other data sources.

  While the development of the data transmission for jail information is complete and the jail information has been integrated into the CJLEADS database, testing highlighted that the data extract was missing information related to escapees as well as booking records associated with offenders aged 16 and 17 in jail custody. The project team has worked with the Governor's Crime Commission and Appriss to modify the data extract to include the escape information and young adult data. The modifications to the data extract are expected to be complete by mid-April. Once this change is completed, a full file replacement of the jail information will be conducted to ensure the production application has a comprehensive set of jail records.

  The project team continues quality assurance and user testing of the jail information and associated images in the CJLEADS application.

  The following actions are critical to completing signoff of the jail data source and functionality in CJLEADS:

  - Complete the incorporation of the young adult and escape information
  - Resolve remaining development issues with third-party vendor, Appriss
  - Complete a full data reload of jail information for completeness and accuracy
  - Finalize testing of the beta for jail data and functionality
  - Provide signoff for the jail data and functionality

- Audit and Usage Capability

  As a fully operational application, CJLEADS is required to track all user inquiries in an audit log. The user must provide a reason for each offender search. The search reason and search criteria will be logged, along with a record of each offender that the user selects for further review.   In

preparation for full system functionality, the search reason code has been incorporated and is awaiting user review. Audit requirements have been completed, and an alpha version is currently under review by the project team.

The following actions are critical to completing signoff of the Audit functionality in CJLEADS:

- Complete testing of alpha version of Audit and refine requirements – this will be iterative as each data source for Phase I is incorporated
- Complete the testing of the final beta version for Audit functionality
- Provide signoff for the Audit functionality

- Offender Record Print Capability

  The ability to print an offender record is required to support informed decision making. The print capability is currently being tested by the project team. Any issues identified during testing will be corrected prior to deployment in June.

  The following actions are critical to completing signoff of DOC data source and functionality in CJLEADS:

  - Complete the testing of the final beta version for Print functionality
  - Provide signoff for the Print functionality

- Administrative Office of the Courts – Juvenile Case Records

  The AOC is developing the business requirements to incorporate juvenile court case information from the Juvenile Casewise (JWISE) system. Juvenile justice information is tightly secured, and the integration of any juvenile information must comply with all State and Federal guidelines. JWISE information will be controlled with role-based security defined by the AOC. Access to juvenile court records will be limited to district attorneys, judges, and juvenile court counselors. Magistrates will have access to certain juvenile court case records under specific circumstances as defined by law.

  AOC juvenile court case information, however, has limited identifying information which inhibits the ability to cluster juvenile case records for an individual. The project team worked with AOC and DJJDP to determine the most appropriate method for incorporating and clustering this information in CJLEADS.

  DJJDP is able to provide limited information that will allow the AOC juvenile court case records to be clustered together. A Memorandum of Understanding, developed by DJJDP, to provide information that will allow the clustering of juvenile court case records, has been signed by all required parties. DJJDP will work with the project team to develop the data extract and associated business requirements for the clustering information.

AOC has completed the data extract for the juvenile court case records and is completing the business requirements for the juvenile court case information. Juvenile court case information will not be integrated with adult offender information but will be available, to defined security roles, through a separate query within the CJLEADs application.

Juvenile court case information will not be included in the initial rollout but will be available in a subsequent release of the application.

- Department of Transportation, Division of Motor Vehicles – DMV License, Registration and Driving Records

  The Division of Motor Vehicles (DMV) currently maintains North Carolina driver's license records and vehicle registrations. The CJLEADS project team has identified DMV data as critical information to support law enforcement officers. DOT/DMV has approved the CJLEADS interface project and assigned a project manager to work with the CJLEADS project team. Definition of business, technical and security requirements for establishing a system interface to incorporate DMV driver license information, photographic image, and vehicle registration information into the CJLEADS application are underway.

  Because DMV data may include "citizen" or non-offender information, DMV data will not be integrated with offender information. DMV data will be available to defined security roles through a separate query in the CJLEADS application.

  DMV information will not be included in the initial rollout but will be available in a subsequent release of the application.

- State Bureau of Investigation – NC Sex Offender Registration Records

  The NC Sex Offender Registration Records have been identified as valuable information to be included in the CJLEADS application.   Data source definitions, business and security requirements have been developed and approved by the SBI.

  Design and development to incorporate the NC Sex Offender Registration records is underway. Quality assurance and user testing is on-going. Sex Offender registration records are not targeted for inclusion in the initial rollout but will be available in a subsequent release of the application.

- Identity Management

  NC Identity Management (NCID) is a standardized identity management and access service provided to state, local, business and citizen users by the NC Office of Information Technology. Identity management provides the ability to establish and manage user ids and passwords, authenticate users of the CJLEADS application and control access to the application and data with role

based security. The integration of NCID with the CJLEADS user administration functionality is underway.

The following actions are critical to completing signoff of the NCID functionality in CJLEADS:

- Complete development of the NCID user administration interface and functionality
- Complete development and testing of CJLEADS user administration tools
- Resolve all network, integration and security issues associated with the integration of NCID with the CJLEADS technical environment
- Complete alpha testing of the NCID interface with the CJLEADS user administration toolsets and provide feedback
- Complete beta testing of the NCID interface with the CJLEADS user administration toolsets and provide feedback
- Provide signoff for NCID/CJLEADS user administration functionality

Phase II activities will encompass additional sources of criminal justice information that will be developed following the initial rollout of the pilot application to Wake County. As these data sources are developed and tested by the project team, subsequent releases of the application will provide the additional functionality to the end users. Phase II activities will be initiated after June, 2010 and will include:

- NC Concealed Handgun Permit - data source definitions, business requirements and security have been provided by the SBI.

- Web service to load Probation Case Management information into the CJLEADS application to automate the creation of offender watch lists and alerting functionality.

- Web service to provide more "real-time" data to CJLEADS for time sensitive information from the NCAWARE on-line warrant system.

- NC Wildlife Resource Commission licenses and vessel registrations.

- City County Bureau of Identification identifying information for any offender arrested in Wake County. The information contained in CCBI's database will provide valuable identifying data about offenders as well as improving the ability to cluster offender information in CJLEADS.

- Identification of the technical requirements and development of a plan to establish a Disaster Recovery site at the ITS Western Data Center.

- Identification of the technical requirements, support personnel, training and skills, and activities to migrate the pilot application to a state-hosted data center environment.

d. Project and Data Governance

The implementation of integrated data creates a paradigm shift where single-focused data becomes enterprise information. Recognizing the challenges that accompany this shift and the need to develop a new model of shared governance to support the integrated delivery of criminal justice information, senior leadership from the Executive and Judicial branches of government as well as various Federal and local law enforcement agencies have agreed to serve on an Interagency Leadership Governance Council. The Interagency Leadership Governance Council will provide leadership, collaborate on the development of appropriate policies and uniform standards and implement appropriate business strategies for support of Criminal Justice enterprise information exchange.

OSC will continue to manage the design and development of the CJLEADS application as well as the development of the business operations to support the Wake County rollout until a governance council has been established and business operations, policies and procedures have been implemented.

e. Communication

OSC personnel have been actively engaged in a variety of outreach events to communicate the mission, objectives and status of the CJLEADS project with criminal justice organizations and senior leadership. Group and individual presentations have been made since January 1, 2010 to the following audiences:

- Joint Legislative Committee for Information Technology Oversight, January 13, 2010
- City of Raleigh Police Department, January 14, 2010
- Office of State Budget and Management, February 15, 2010
- Joint Legislative Oversight Committee for Corrections, Crime Control and Juvenile Justice Oversight, February 16, 2010
- Western Sheriff's Association, February 17, 2010
- Crime Control and Public Safety Senior Management, March 1, 2010
- Department of Corrections Senior Management, March 17, 2010
- Secret Service, March 17, 2010
- NC Conference of Clerks of Superior Court, March 24, 2010

OSC has met with various members of the legislature on Appropriations and Judicial Committees to share the CJLEADS project status and funding requirements.

(E). Challenges

The integration of data across disparate applications brings with it many challenges. The following issues have been identified:

a. Project Timeline

The project timeline continues to be aggressive. While significant progress has been made in the design, development and testing of the AOC, DOC, and local jail data sources, the work effort to complete the design and development of the NCID authentication, audit capabilities and offender print functionality continues. Considerable work remains to finalize and migrate the application to the new technical environment and to establish business operations, including training, user administration, and help desk support, for the Wake County rollout.

When business operations team members begin the Wake County rollout and on-going application support, design and development members of the project team will continue to focus on the additional data sources and functionality to complete the full design of CJLEADS.

Any delays in the project work plan could negatively impact the rollout of the pilot application to Wake County. A project risk management process is being employed to assess the potential impact and develop project alternatives and mitigation approaches.

The following activities are required to prepare for the CJLEADS pilot application rollout to Wake County.

1. Pilot Data Center/Application Migration

SAS continues activities to establish the technical infrastructure to support a highly available technical environment for CJLEADS. When the environment is complete, the pilot application will be migrated to the new infrastructure in preparation for the Wake county rollout.

After the migration, components of the application must be reconfigured to establish data feeds to this environment and to incorporate application security based on State security protocols and capabilities such as NCID. The application must be tested, optimized, and stabilized in preparation for rollout to Wake County.

2. Testing and Approval of Pilot Application

The accuracy and veracity of the data within the CJLEADS application is critical for the safety of law enforcement and for effective decision making by criminal justice professionals. Agencies must complete extensive testing activities and provide signoff on each data source and functionality in the CJLEADS application. Time constraints and limited resources may impact the schedule of the testing, issue resolution and approvals.

The State has hired a new resource to support business analysis and application testing and is in the processing of hiring additional resources to support continued design, development and testing of CJLEADS to incorporate additional data sources and functionality.

3. Business Operations/Training Support

Significant work is required to establish CJLEADS business operations, including business and application analysis, user administration and security procedures for the application, Help Desk support, end-user training, and system audit oversight.

The State has hired a new resource to oversee business operations and is in the process of hiring additional resources for training, support and user administration.

4. Wake County Rollout

Given the variety of state and local criminal justice organizations in Wake County and the estimated user population of 3000, the Wake County rollout of the CJLEADS pilot application will be a phased implementation.

The initial deployment of the CJLEADS pilot will include Phase I data and functionality that has been fully tested in both Quality Assurance and user testing

activities. The project team will periodically deploy new releases of the application as additional data and system functionality are validated.

The project team will develop a schedule for rollout to various user populations in Wake County. The initial rollout will begin with a select set of Wake County users who are currently using the application in the test environment. This select set of users includes members of the Clerk of Court and District Attorney's offices, law enforcement officers, community corrections and prison personnel, and juvenile justice personnel. After a brief period of evaluation of the production system by these existing users, CJLEADS will expand incrementally to the full Wake County user population. The incremental rollout schedule will consider:

- Resources and scheduling of required end-user training
- Resources to support user administration
- Resources to support Help Desk services
- System performance and feedback from initial user groups

5. Statewide Rollout Planning

Senate Bill 202 Session Law 2009-451 directs the OSC to achieve and demonstrate full operational capability of the pilot program in Wake County before the system is expanded to other areas of the State. The law further directs the OSC to develop a detailed plan for statewide expansion for the CJLEADS application.

The OSC provided a statewide rollout plan that detailed the following:

- A statewide implementation schedule
- Requirements of individual users to participate in this program
- Detailed cost information for the development and implementation of a statewide system, including any user costs
- Other issues associated with the implementation of the system

Information on the statewide rollout plan is available at http://www.osc.nc.gov/cjleads/BEACON_Criminal_Justice_Pilot_Rollout_Report.pdf

b. Funding Availability

Given the current economic conditions, funding for the pilot application development, statewide rollout and on-going operations and maintenance represents a significant financial challenge. Data integration and criminal justice funding, along with additional funds from the BEACON program, will support the project through June, 2010 and allow the completion of the Phase I pilot application development, establishment of the pilot technical environment and an initial Wake County rollout to a select user population.

At present, there is insufficient funding to support the on-going operations and maintenance beyond June, 2010, or the rollout of the pilot to the full Wake County population.

Costs

The minimum funding requirements in subsequent years would include the cost to provide licensing, technical data center environment and application support, and business operations for the oversight and administration of the application. To continue the design and development of application functionality and expansion of the application statewide, full funding based on estimated costs is necessary.

Reductions in future funding will adversely impact the project in one or more of the following areas:

- Continued design and development of the Phase II functionality
- Expansion access to the system to a user community beyond Wake County
- Establishment of a Disaster Recovery site at the NC ITS Western Data Center
- Migration of the application to a state-hosted data center
- Development of interfaces with federal and other states' systems

Estimated Costs

	FY 2009-2010 Estimated Cost	FY 2010-2011 Estimated Cost	FY 2011-2012 Estimated Cost*	FY 2012-2013 Estimated Cost	FY 2013-2014 Estimated Cost
SAS Hosted Solution					
State Business and Technical Personnel Resources	$1,785,000	$2,712,000	$3,022,000	$4,072,000	$4,072,000
Development/Hosting/Software	$7,449,412	$6,884,591	$8,599,000	$4,209,000	$4,209,000
Total	**$9,234,412**	**$9,596,591**	**$11,621,000**	**$8,281,000**	**$8,281,000**

* Year 3 includes estimated costs to establish a Disaster Recovery site and migrate the application to a state hosted data center.

Estimated costs represent direct project costs including vendor licensing, development and hosting services, and full-time project personnel. Costs associated with personnel representing agencies on the project team and supporting data interfaces with the CJLEADS application have not been included.

<u>Return on Investment</u>

CJLEADS has a three-year estimated cost of $27 million to support 30,000 criminal justice professionals statewide. The creation of a Disaster Recovery site at the ITS Western Data Center and the migration of the application to a state environment in Year 3 would require an estimated additional $2 Million.

Initial estimates of on-going operations and maintenance are approximately $8 million annually. Intangible benefits of implementing the pilot application in Wake County are estimated to be approximately $7.19 million annually. These projected savings include:

- CJLEADS will provide a more efficient method for law enforcement searches by providing a wider variety of information through a single search facility. Estimates indicate that law enforcement officers would conduct 4 searches per hour of the work day. If one-third of the law enforcement officers in Wake County (1,000 LEOs) save one minute per search, the cost savings annually would be approximately $4.87 million. This does not represent a reduction in workforce, but improved efficiency as well as improved information and decision making by law enforcement officers.
- Wake County courts estimate that CJLEADS will save 33% of the resource time required to research information per court case. Based on 14,500 felony cases per year, CJLEADS would save $72,500 annually in Wake County for felony case research. This does not represent a reduction in workforce, but an improved efficiency as well as improved information and decision making by court officials.
- Similar to an appraisal of the value of life in court cases, based upon life span and earning potential, an average estimate of the value of a life saved is $1.125 million. If the use of CJLEADS saves 2 lives annually, the intangible benefit is $2.25 million per year.

These numbers are based on the application in a Wake County environment only and would multiply as the application is expanded for statewide consumption. Given these intangible benefits compared to project costs, the return on investment analysis demonstrates a project break-even timeframe of four years, or after the second full year of operations.

The Return on Investment analysis in provided in Appendix E.

<u>Expenditures</u>

As of February 28, 2010

		Estimated Cost	Expended	Available Balance
CJLEADS Expenditures				
Total Project FY 2009 - 2010		$9,234,412		
State Project Team Expenditures			$113,492	
Pilot Hosting Contract Services			$2,924,412	
Pilot Development Contract Services			$1,106,181	
SAS ELA Renewal			$2,000,000	
Miscellaneous Technical Expenditures			$375	
	Total	**$9,234,412**	**$6,144,460**	**$3,089,952**

Funding

Senate Bill 202 Session Law 2009-451 directs the OSC to give priority for data integration funding and system development and implementation to the CJLEADS pilot program. The funds available for the implementation of the CJLEADS pilot program include all remaining uncommitted BEACON Data Integration funds, all remaining Criminal Justice Data Integration Pilot Program funds, and BEACON funds.

The following chart provides a summary of funding available to support the production implementation of the CJLEADS Wake County Pilot application.

As of June 30, 2009	Appropriated	Committed/ Expended	Balance Available for the Criminal Justice Pilot Implementation
BEACON Data Integration Funds			
Balance remaining as of June 30, 2009	$4,710,109		
OSP NC WORKS II Project		$300,000	
OSBM NC Open Book Project		$874,354	
State Project Team Expenditures		$199,802	
Executive Branch ELA Renewal		$2,500,000	
Total	**$4,710,109**	**$3,874,156**	**$835,953**
Criminal Justice Data Integration Funds			
Balance remaining as of June 30, 2009	$2,914,409		
State Project Team Expenditures		$273,660	
Total	**$2,914,409**	**$273,660**	**$2,640,749**
BEACON Funds			
BEACON Funds Available	$7,390,000		
Total	**$7,390,000**	**$0**	**$7,390,000**
Total Funds Available			**$10,866,702**

c. Resource Availability

The CJLEADS state project team is comprised of over 100 state employees from various agencies. Most of these personnel resources are participating on the CJLEADS project in addition to completing their day-to-day job responsibilities. While the state project team has been actively engaged and supportive of the project, limited resources within each agency, as well as conflicting projects and priorities, have at times impacted the ability of those resources to meet project deadlines and provide the responsiveness necessary to maintain the project schedule.

The OSC is currently working to hire additional resources dedicated to the development and operational support of the CJLEADS project. Project positions have been defined as time-limited state positions or temporary contract positions given the lack of a recurring funding source. The temporary nature of these positions has made it difficult to attract and train the skilled personnel required to support the CJLEADS application.

Funding to complete the development of the application, as well as funding to support the operations and maintenance of the application in the long term, would enable the OSC to develop a skilled support team to assist in project development and sustainability.

d. Data Accessibility

While significant progress has been made in integrating North Carolina's criminal justice data, several issues continue to be a challenge to complete integration. The challenge of accurately matching data for disparate source systems, ensuring data quality and accuracy and providing adequate security and auditing of data access remains a challenge to the project team. The project team continues to refine data formats, business rules, and system functionality to ensure the quality and accuracy of the data.

(G). Next Steps

The following activities will be undertaken during the second quarter of 2010:

1. Critical path design and development activities to enable a fully operational pilot application for deployment to Wake County in June, 2010 include:

   a. Finalize and approve AOC court and warrant data and functionality
   b. Finalize and approve DOC prison data and functionality
   c. Finalize and approve local jail information
   d. Finalize and approve search/audit functionality
   e. Finalize and approve offender print functionality
   f. Finalize and approve the user administration functionality and integration with NCID

g. Finalize the new technical environment
h. Complete the application migration and testing in the new technical environment

2. Additional design and development activities that will continue through June, 2010

   a. Continued design and development of NC DMV Driver's License and Vehicle Registration data interface and functionality
   b. Continued design and development of AOC juvenile court records
   c. Finalize and approve NC Sex Offender Registry data

3. State project team members will continue to establish business operations policies and procedures including:
   a. Development of a training curriculum for support staff and end users, creation of training materials, and an approach to making training accessible to all end users. Training may consist of classroom training, webinars, computer-based training, and/or virtual training classes.
   b. Development of user authorization and administration policies and procedures. Procedures will define how users will receive initial authorization for access to the system, be assigned to established role-based security groups, obtain support when needed to reset or unlock user accounts, and have accounts terminated when a user no longer has authority to access the system.
   c. Development of help desk support to assist end users with questions about system functionality, data, user authorization and access. The project team will collaborate with agencies to evaluate existing help desk capabilities to determine if CJLEADS can leverage those help desk services by augmenting and training existing staff.
   d. Development of policies and procedures to support the need for system auditing and audit reporting capabilities in accordance with state and federal guidelines.

4. The Interagency Leadership Council will provide guidance and support for the CJLEADS pilot application during the User Acceptance Testing period. The council will address future governance structure and procedures to support the migration and operations and maintenance of CJLEADS in a production environment.

5. The State project team will document areas for continuous improvement and future enhancements for the CJLEADS application.

Appendix A: SESSION LAW 2007-323, HOUSE BILL 1473

AN ACT TO MAKE BASE BUDGET APPROPRIATIONS FOR CURRENT OPERATIONS OF STATE DEPARTMENTS, INSTITUTIONS, AND AGENCIES, AND FOR OTHER PURPOSES.

BEACON DATA INTEGRATION

      SECTION 6.8.(a) The Office of the State Controller, in cooperation with the State Chief Information Officer, shall develop a Strategic Implementation Plan for the integration of databases and the sharing of information among State agencies and programs. This plan shall be developed and implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in State agencies and with the support and cooperation of the Office of State Budget and Management. This plan shall include the following:

(1)   Definition of requirements for achieving statewide data integration.

(2)   An implementation schedule to be reviewed and adjusted by the General Assembly annually based on funding availability.

(3)   Priorities for database integration, commencing with the integration of databases that the BEACON Project Steering Committee identifies as most beneficial in terms of maximizing fund availability and realizing early benefits.

(4)   Identification of current statewide and agency data integration efforts and a long-term strategy for integrating those projects into this effort.

(5)   Detailed cost information for development and implementation, as well as five years of operations and maintenance costs.

      While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to appropriate and authorized persons.

      SECTION 6.8.(b) The State Controller shall serve as Chairman of the BEACON Project Steering Committee (Committee). The other members of the Committee shall include the State Chief Information Officer, the State Personnel Director, the Deputy State Budget Director, and the Department of Transportation's Chief Financial Officer.

      SECTION 6.8.(c) Of the funds appropriated from the General Fund to the North Carolina Information Technology Fund, the sum of five million dollars ($5,000,000) for the 2007-2008 fiscal year shall be used for BEACON data integration as provided by subsection (a) of this section. The Office of the State Controller, in coordination with State agencies and with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any federal matching funds or other resources to assist in funding this initiative.

      Funds authorized in this section may be used for the following purposes:

(1)   To support the cost of a project manager to conduct the activities outlined herein reportable to the Office of the State Controller.

(2)   To support two business analysts to provide support to the program manager and agencies in identifying requirements under this program.

(3)   To engage a vendor to develop the Strategic Implementation Plan as required herein.

(4)   To conduct integration activities as approved by the BEACON Project Steering Committee. The State Chief Information Officer shall utilize current enterprise licensing to implement these integration activities.

SECTION 6.8.(d) The Office of the State Controller, with the assistance of the State Chief Information Officer, shall present the Strategic Implementation Plan outlined by this section to the 2007 Regular Session of the General Assembly when it convenes in 2008 for action as deemed appropriate. This plan shall be completed not later than April 30, 2008.

Prior to the reconvening of the 2007 Regular Session of the General Assembly in 2008, the Office of the State Controller shall provide semiannual reports to the Joint Legislative Oversight Committee for Information Technology. Written reports shall be submitted not later than October 1, 2007, and April 1, 2008, with presentations of the reports at the first session of the Joint Legislative Oversight Committee on Information Technology following the written report submission date. The Joint Legislative Oversight Committee on Information Technology shall then report to the Joint Legislative Commission on Governmental Operations.

SECTION 6.8.(e) Neither the development of the Strategic Information Plan nor the provisions of this section shall place any new or additional requirements upon The University of North Carolina or the North Carolina Community College System.

Ratified July 31, 2007

Appendix B: SESSION LAW 2008-107, HOUSE BILL 2436

AN ACT TO MODIFY THE CURRENT OPERATIONS AND CAPITAL APPROPRIATIONS ACT OF 2007, TO AUTHORIZE INDEBTEDNESS FOR CAPITAL PROJECTS, AND TO MAKE VARIOUS TAX LAW AND FEE CHANGES.

CRIMINAL JUSTICE DATA INTEGRATION PILOT PROGRAM

SECTION 6.15.(a) The General Assembly finds that the State's Uniform Crime Reporting technology is based on procedures developed in the 1930s and a design plan developed in the late 1980s. Based on recent unfortunate events, it is abundantly clear that the State must establish a framework for sharing critical information, and the framework must be implemented as soon as possible. With improved access to timely, complete, and accurate information, the members of the General Assembly, leadership in State and local law enforcement agencies, law enforcement officers, and everyone working in the criminal justice system can enhance their ability to make decisions on behalf of the people of the State, with fewer decisions based on instinct or guesswork.

The General Assembly further finds that the April 2008 Beacon Report on a Strategic Plan for Data Integration recommends the development and implementation of a Crime Reporting Re-Design Project, a statewide crime analysis system designed to save time, save money, and save lives.

SECTION 6.15.(b) The Office of the State Controller, in cooperation with the State Chief Information Officer, and under the governance of the BEACON Project Steering Committee, shall by May 1, 2009, develop and implement a Criminal Justice Data Integration Pilot Program in Wake County in cooperation and communication with the advisory committee established pursuant to subsection (c) of this section and the leadership of State and local agencies. This pilot program shall integrate and provide up-to-date criminal information in a centralized location via a secure connection for use by State and local government. The pilot program vendor shall be selected by October 1, 2008.

While it is the intent that this initiative provide a broad new access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to authorized persons.

SECTION 6.15.(c) The Advisory Committee to the Criminal Justice Data Integration Pilot program is hereby established. The Advisory Committee shall consist of the following members:

(1)   The District Attorney for Prosecutorial District 10, who shall serve as chair.
(2)   The senior resident superior court judge for Superior Court Districts 10A through 10D.
(3)   A Wake County magistrate designated by the senior resident superior court judge.
(4)   The Clerk of Superior Court of Wake County.
(5)   The sheriff of Wake County.
(6)   The judicial district manager for District 10 of the Division of Community Corrections.
(7)   The chief court counselor for District Court District 10.
(8)   The president of Duke University and the chancellor of The University of North Carolina, or their designees.

SECTION 6.15.(d) The Advisory Committee, the Department of Justice, the Administrative Office of the Courts, the Department of Juvenile Justice and Delinquency Prevention, the Department of Correction, the Department of Crime Control and Public Safety, the Department of Transportation, and local law enforcement agencies shall fully cooperate with the Office of the State Controller and the State Chief Information Officer, under the guidance of the BEACON Steering Committee, to identify the informational needs, develop a plan of action, provide access to data, and implement secure integrated applications for information sharing of criminal justice and corrections data.

SECTION 6.15.(e) Of the funds appropriated in this act, the sum of five million dollars ($5,000,000) may be used to support the Criminal Justice Data Integration Pilot Program. Other funds available to BEACON may also be used for this purpose.

The Office of the State Controller, with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any matching funds or other resources to assist in funding this initiative.

SECTION 6.15.(f) The Office of the State Controller, with the support of the Advisory Committee and the State Chief Information Officer, shall provide a written report of the plan's implementation progress to the House of Representatives and Senate Appropriations Committees, to the Joint Legislative Oversight Committee on Information Technology, and to the Fiscal Research Division on a quarterly basis beginning October 1, 2008.

BEACON DATA INTEGRATION

SECTION 6.16.(a) The Office of the State Controller, in cooperation with the State Chief Information Officer, shall begin implementation of the Beacon Strategic Plan for Data Integration, issued in April 2008. This plan shall be implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in appropriate State agencies and with the support and cooperation of the Office of State Budget and Management.

While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to appropriate and authorized persons.

SECTION 6.16.(b) The State Controller shall serve as the Chairman of the BEACON Project Steering Committee. The other members of the committee shall be the State Chief Information Officer, the State Treasurer, the Attorney General, the Secretary of Correction, the Administrative Officer of the Courts, the State Budget Officer, and the Chief Financial Officer of the Department of Transportation.

SECTION 6.16.(c) Of the funds appropriated from the General Fund to the North Carolina Information Technology Fund, the sum of five million dollars ($5,000,000) for the 2008-2009 fiscal year shall be used for BEACON data integration as provided by subsection (a) of this section. Funds to support this activity shall also be the unexpended balance from the funds appropriated for BEACON/Data Integration Funds in Section 5.3(b) of S.L. 2007-323. The Office of the State Controller, with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any matching funds or other resources to assist in funding this initiative.

SECTION 6.16.(d) Funds authorized in this section may be used for the following purposes:

(1) To support the cost of a project manager to conduct the activities outlined herein reportable to the Office of the State Controller.

(2) To support two business analysts to provide support to the program manager and agencies in identifying requirements under this program.

(3)   To establish a Business Intelligence Competency Center (BICC), a collaborative organization comprised of both technical and business stakeholders, to support and manage the business need for analytics through the development of standards and best practices.

(4)   To engage a vendor to implement the Strategic Implementation Plan as required herein.

(5)   To conduct integration activities as approved by the BEACON Project Steering Committee. The State Chief Information Officer shall use current enterprise licensing to implement these integration activities.

SECTION 6.16.(e) Prior to the convening of the 2009 General Assembly, the Office of the State Controller shall provide semiannual reports to the Joint Legislative Oversight Committee for Information Technology. Written reports shall be submitted not later than October 1, 2008, and April 1, 2009, with presentations of the reports at the first session of the Joint Legislative Oversight Committee on Information Technology following the written report submission date. The Joint Legislative Oversight Committee on Information Technology shall then report to the Joint Legislative Commission on Governmental Operations.

SECTION 6.16.(f) Neither the implementation of the Strategic Information Plan nor the provisions of this section shall place any new or additional requirements upon The University of North Carolina or the North Carolina Community College System.

Ratified July 16, 2008

SESSION LAW 2008-118, HOUSE BILL 2438

AN ACT TO MAKE TECHNICAL, CLARIFYING, AND OTHER MODIFICATIONS TO THE STATE BUDGET.

SECTION 2.3. Section 6.16(b) of S.L. 2008-107 reads as rewritten:

"**SECTION 6.16.(b)** The State Controller shall serve as the Chairman of the BEACON Project Steering Committee. The other members of the committee shall be the State Chief Information Officer, the State Treasurer, the Attorney General, the Secretary of Correction, the Administrative Officer of the Courts, the State Budget Officer, the Secretary of Administration, and the Chief Financial Officer of the Department of Transportation."

Ratified July 18, 2008

Appendix C: SESSION LAW 2009-451, Senate Bill 202

AN ACT TO MAKE BASE BUDGET APPROPRIATIONS FOR CURRENT OPERATIONS OF STATE DEPARTMENTS, INSTITUTIONS, AND AGENCIES, AND FOR OTHER PURPOSES.

BEACON DATA INTEGRATION
     SECTION 6.9.(a) The Office of the State Controller, in cooperation with the State Chief Information Officer, shall continue the implementation of the BEACON Strategic Plan for Data Integration, issued in April 2008. The plan shall be implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in appropriate State agencies and with the support and cooperation of the Office of State Budget and Management.
     While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal or State law shall be limited to appropriate and authorized persons.
     SECTION 6.9.(b) The Office of State Controller shall give the Criminal Justice Data Integration Pilot Program first priority for funding and for system development and implementation.
     The Office of State Controller shall determine the amount of funding required to (i) fully support the Criminal Justice Data Integration Pilot Program effort and (ii) develop full operational capability in Wake County during the 2009-2010 fiscal year. The Office of State Controller shall not otherwise obligate these funds.
     SECTION 6.9.(c) By September 1, 2009, the Office of State Controller shall report to the Joint Legislative Oversight Committee on Information Technology and to the Fiscal Research Division on (i) funding requirements and sources of funds for the Criminal Justice Data Integration Pilot Program for the 2009-2010 fiscal year and (ii) the anticipated uses of any remaining funds for the BEACON Data Integration Program. The Office of State Controller shall spend funds to support the BEACON Data Integration Program only as is specifically authorized in Section 6.16(d) of S.L. 2008-107.
     By October 1, 2009, the Office of State Controller, in coordination with the State Chief Information Officer, shall also report on future costs for implementing the BEACON Data Integration Program, including outside vendor costs. This report shall include a detailed explanation of potential costs and the efforts participating agencies are making to reduce these costs. This report shall be presented to the Joint Legislative Oversight Committee on Information Technology and written reports shall be provided to the House of Representatives and Senate Appropriations Committees and to the Fiscal Research Division.

CRIMINAL JUSTICE DATA INTEGRATION PILOT PROGRAM
     SECTION 6.10.(a) The Office of the State Controller, in cooperation with the State Chief Information Officer and under the governance of the BEACON Project Steering Committee, shall continue the development of the Criminal Justice Data Integration Pilot Program in Wake County as specified in Section 6.15 of S.L. 2008-107. The Office of State Controller shall achieve and demonstrate full operational capability of the pilot program in Wake County before the system is expanded to other areas of the State.

SECTION 6.10.(b) The Criminal Justice Data Integration Pilot Program shall continue to comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to authorized persons.

SECTION 6.10.(c) The Office of State Controller shall develop a detailed plan for the statewide expansion of the Criminal Justice Data Integration Pilot Program. This plan shall include the following:

(1)   An implementation schedule;
(2)   The requirements individual users must meet to participate in the program;
(3)   Detailed cost information for the development and implementation of a statewide system, including any user costs;
(4)   A governance structure for management and oversight of the system; and
(5)   Any other issues associated with the implementation of the system.

The Office of State Controller shall submit this plan to the House of Representatives and Senate Appropriations Committees, the Joint Legislative Oversight Committee on Information Technology, and the Fiscal Research Division by January 31, 2010.

SECTION 6.10.(d) The Office of State Controller shall work with the data integration software vendor to ensure that licenses are obtained at the least possible cost.

SECTION 6.10.(e) A State agency data center shall host the Criminal Justice Data Integration Pilot Program. The Office of State Controller shall identify a State data center to host the program and shall report its recommendation to the Joint Legislative Oversight Committee on Information Technology by August 31, 2009.

SECTION 6.10.(f) Funds appropriated for the Criminal Justice Data Integration Pilot Program shall only be used for that program. The Criminal Justice Data Integration Pilot Program shall have first priority for funds available to the BEACON Data Integration Program.

SECTION 6.10.(g) The Office of State Controller shall continue to provide quarterly written reports on the program's progress to the House of Representatives and Senate Appropriations Committees, to the Joint Legislative Oversight Committee on Information Technology, and to the Fiscal Research Division beginning October 1, 2009.

Appendix D: Criminal Justice Pilot Program Committee Membership

BEACON Program Data Integration Steering Committee

Agency	Representatives
Office of the State Controller	David McCoy, State Controller – Committee Chair
Office of Information Technology Services	George Bakolia, Senior Deputy Chief CIO
Department of Correction	Alvin Keller, Secretary of Correction
Department of Administration	Moses Carey, Secretary of Administration
Department of Transportation	Mark Foster, Chief Financial Officer
Department of the State Treasurer	Janet Cowell, State Treasurer
North Carolina Department of Justice	Robin Pendergraft, Director, State Bureau of Investigation
Office of State Budget and Management	Charlie Perusse, State Budget Director
Administrative Office of the Courts	Judge John Smith, Director, Administrative Office of the Courts

Advisory Committee

Representatives
Colon Willoughby, Wake County District Attorney - Committee Chair
Maggie Brewer, 10th Judicial District Manager, Division of Community Corrections
Howard Cummings, Wake County Assistant District Attorney
Lorrin Freeman, Clerk of Superior Court, Wake County
Barker French, appointee representing President of Duke University
Sheriff Donnie Harrison, Wake County Sheriff's Office
Diane Isaacs, Acting 10th Judicial District Manager, Division of Community Corrections
Tim Montgomery, Chief Juvenile Court Counselor, 10th Judicial District
Judge Robert Rader, Chief District Court Judge, 10th Judicial District
Judge Donald Stephens, Senior Resident Superior Court Judge, 10th Judicial District
Magistrate Judge Gary Wills, Chief Magistrate Judge, 10th Judicial District
Chris Creech, Information Technology Manager for the Wake County, Sheriff's Office
Professor Joe Kennedy, University of North Carolina

Collaborative Agencies

Representation
Department of Justice
Administrative Office of the Courts
Department of Juvenile Justice and Delinquency Prevention
Department of Correction
Department of Crime Control and Public Safety
Department of Transportation
Local Law Enforcement Agencies

Working Project Team

Representation
George Ake, NIJ Representative
Debbie Allen, GCC, NC SAVAN Coordinator
Ike Avery, OSC, Subject Matter Expert
Doug Banich, ITS
Roger Banner, AOC, Applications Analyst Programmer
Jennifer Barbour, AOC, NCAWARE/Magistrate - Systems Analyst
Jordan Beltz, AOC, Applications Analyst Programmer Specialist
Ronnie Blake, DOJ, IT Project Director
Maggie Brewer, DOC, 10th Judicial District Manager
Bob Brinson, DOC, Chief Information Officer
Richard H. Brown, Wake County Courts
Leah Bryant, AOC, Administrator for Application Development
Carol Burroughs, OSC, Project Manager – Criminal Justice Pilot Program
Paul Cash, AOC Application Analyst
Jessica Chen, AOC, Data Base Administrator
Fletcher Clay, OSC, Subject Matter Expert
Cindy Cousins, DOC, Application Systems Manager
Chris Creech, Wake County Sheriff's Office, Information Technology Manager for Wake County

Working Project Team (continued)

Stephen Dooda, DOT, Project Manager

Brenda Freeman, DOT – DMV, Adjudication & Support Services, Asst. Director of Adjudication

Audrea Dale, AOC

Bob Drichel, AOC, Tech Support Operations Manager

Ann Ennis, DOJ

Claire Ennis, OSC

LaVonda Fowler, CJIN, Subject Matter Expert Criminal Justice Information Network

Tom Frantz, AOC

Lorrin Freeman, Wake County Courts, Clerk of Superior Court

Barker French, Appointee Representing Duke University

Sam Ghosh, AOC, Applications Analyst Programmer

Bob Giannuzzi, EPMO, Project Management Advisor (PMA)

Janet Greene, AOC, Asst. Administrator for Application Development

Shannon Hanes, DJJDP, Business Analyst

Tom Havener, AOC, Database Administrator

Rena Henry , DOT – IT, State Automated Driver's License System, Development Supervisor, DOT-IT

Bill Hudson, AOC, Application Analyst

Diane Isaacs, DOC, Acting 10th Judicial District Manager

David Jones, DJJDP

Gary Kearney, DJJDP, Chief Information Officer

Ethel Keen, DOT-DMV, Assistant Director Traffic Records Branch

David Keys, DOC, IT Director

Nancy Kiesenhofer, AOC, Systems Analyst

Stephen Lamm, DOT – DMV, Inspector/Fraud Special Operations

Mark Lang, DOJ, Security Manager

Joseph Patrick Latour, Wake County Courts

Cliff Layman, AOC, Chief Information Officer

Nancy Lowe, DOJ – IT, Chief Information Officer

Basil McVey, AOC, Court Services Officer

Kay Meyer, OSC, Project Director BEACON Data Integration

Working Project Team (continued)

Suanne Middleton, Buncombe County Courts

Tom Newsome, OSC, Chief Deputy Controller

Lorri Olszanowski, DOC, Database Administrator

Jerry Page, AOC, ACIS Programmer

Troy Page, AOC, Assistant Legal Counsel

Abraham Palmer, AOC, Application Analyst

Randy Barnes, DOT, Chief Information Officer

Kathy Pavel, DOJ

Wyatt Pettingill, DOJ-SBI, Assistant Special Agent in Charge

Tim Pursell, Information Technology Services

David Prince, DOJ, IT Project Director

Rebecca Saleeby, AOC

Lucyna Schroeder, AOC, Application Analyst

Michael Singletary, DOC, Chief Information Officer

Archie Smith, AOC, Security, DASD Administrator

Kandimalla Srinivasarao, DOT-IT

Gregg Stahl, AOC, Deputy Director

Kiran Talasila, Information Technology Services

Jimmy Tew, DOJ, Systems Programmer

Wanda Thomas, AOC, TSD- Application Development Manager

Carla Thorpe, DOT – IT, State Automated Driver's License System, Application Development Manager,

George Tkach, DJJDP, Database Administrator

Gene Vardaman, CJIN, Executive Director

James Walston, DOT

Barbara Webb, DOT – DMV, Adjudication & Support Services, Manager - Technical Services Branch

Albert Williams, Buncombe County Courts

Cynthia M. Williams, DOC – DCC, Chief of Support Services

Frank Blair Williams, Wake County Courts

Lik Yam, AOC, Application Analyst

Appendix E: Return on Investment Analysis

Category	Item	Type					Amount	Type	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
(actuals)															
			Wake County Felony cases per year	time save per case (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year								
Automation	Post Pilot - Automation of offender look up for Wake County	Annual	14500	10	2417	30	$ 72,500	intangible		$ -	$ 72,500	$ 72,500	$ 72,500	$ 72,500	$ 72,500
			Estimated Daily Offender Searches by LEO for Wake County	time save per Offender search (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year								
Automation	Post Pilot - Automation of offender look up for Law Enforcement	Annual	32000	1	194667	25	$ 4,866,667	intangible	0	$ -	$ 4,866,667	$ 4,866,667	$ 4,866,667	$ 4,866,667	$ 4,866,667
						(actuals) Sub Total	$ -		$ -	$ 4,939,167	$ 4,939,167	$ 4,939,167	$ 4,939,167	$ 4,939,167	
Avoided Costs															
			Number of Potential Lives Saved			Value of a Life	Total Value								
Cost Avoidance	Post Pilot - Save four lives with integration of offender information	Annual	2			$ 1,125,000	$ 2,250,000	intangible		$ -	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000
						Avoided Costs Sub Total	$ -		$ -	$ 7,189,167	$ 7,189,167	$ 7,189,167	$ 7,189,167	$ 7,189,167	
Pilot Development Cost															
ANNUAL															
Actual Pilot Development									$ 2,128,091						
Estimated Costs - Pilot Development - PPM Tool										$ 7,776,741	$ 7,351,555	$ 6,350			
Estimated Costs - Internal Operational Cost (2010 and 2011) and Post Pilot - Full Production Implementation										$ 1,457,671	$ 2,245,036	$ 11,614,650	$ 8,281,000	$ 8,281,000	$ 8,281,000
						Total Costs			$ 2,128,091	$ 9,234,412	$ 9,596,591	$ 11,621,000	$ 8,281,000	$ 8,281,000	$ 8,281,000
Implementation Savings									$ -	$ -	$ 12,128,333	$ 12,128,333	$ 12,128,333	$ 12,128,333	$ 12,128,333
CUMULATIVE															
Total Costs									$ 2,128,091	$ 11,362,503	$ 20,959,094	$ 32,580,094	$ 40,861,094	$ 49,142,094	$ 57,423,094
Implementation Savings (Wake County - No expansion to other Counties)									$ -	$ -	$ 12,128,333	$ 24,256,667	$ 36,385,000	$ 48,513,333	$ 60,641,667
Return									$ (2,128,090.55)	$ (11,362,502.55)	$ (8,830,760.22)	$ (8,323,426.88)	$ (4,476,093.55)	$ (628,760.22)	$ 3,218,573.12
Estimated Costs									$ 2,128,091	$ 11,362,503	$ 20,959,094	$ 32,580,094	$ 40,861,094	$ 49,142,094	$ 57,423,094
Implementation Savings (Wake County - Plus 2 other Counties similar in size) - doubling efficiency only									$ -	$ -	$ 17,067,500	$ 34,135,000	$ 51,202,500	$ 68,270,000	$ 85,337,500
Return									$ (2,128,090.55)	$ (11,362,502.55)	$ (3,891,593.55)	$ 1,554,906.45	$ 10,341,406.45	$ 19,127,906.45	$ 27,914,406.45

Automation   In a memo received from Wake County courts, the estimated saving in resource time is 33% per case. The savings realized will not result in a reduction in work force, rather a time and efficiency savings.

Last calendar year 14,677 felony case were brought before Wake County. Each case takes approximately 30 minutes to research. Improving the information flow will result in improved information and better decision making.

Estimates are that law enforcement officers will perform 4 searches per hour. Estimating that 1/3 of Wake Counties LEO's will be in positions requiring searches, LEOs would perform 1000x4x8 or 32000 searches/day

Cost Avoidance   The cost of a human life is estimated at 1.125 million.   Computation of Human Life value requires a detailed analysis of many factors.

For simplicity if an individual is murdered at 35 and has 30 years of future income of which 75% is spent on his/her family then the value of the life would equal (30*(50,000*.75)) The value of a human life would equal 1,125,000
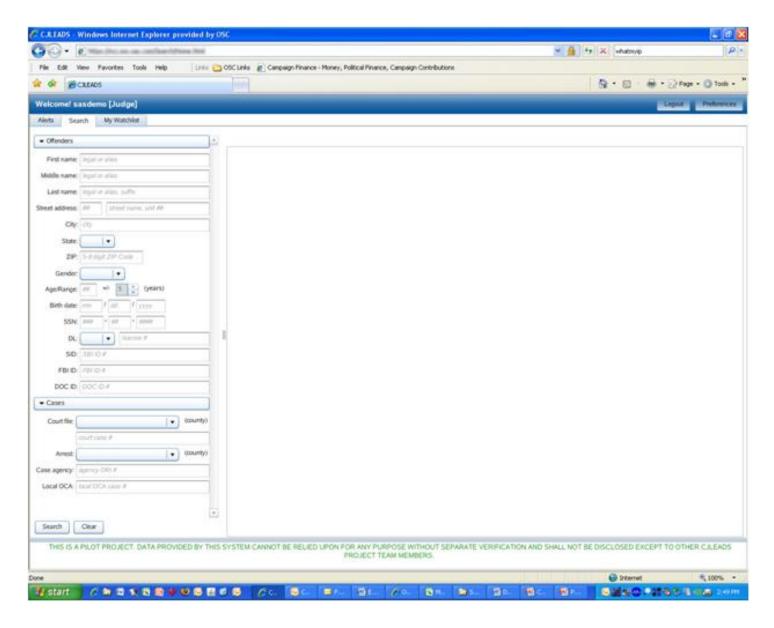
Appendix F: CJLEADS – Sample Screens

CJLEADS Login Screen

- Available via the Web
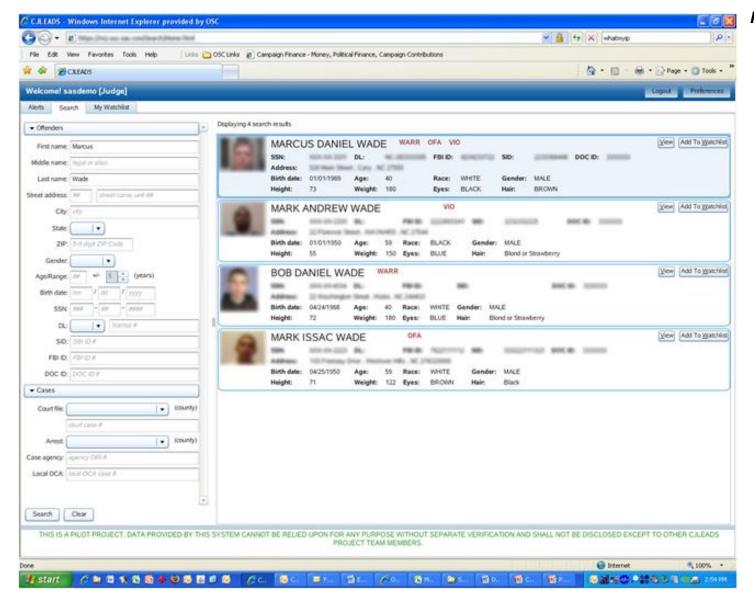- Secured for use by criminal justice professionals only

The information provided is test data for demonstration purposes only.

CJLEADS Search Screen

- *Allows the user to enter search criteria*
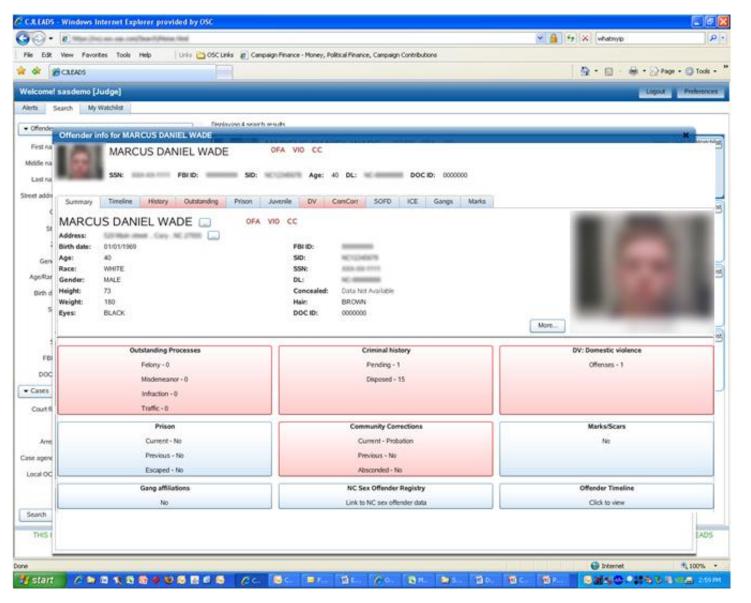
The information provided is test data for demonstration purposes only.
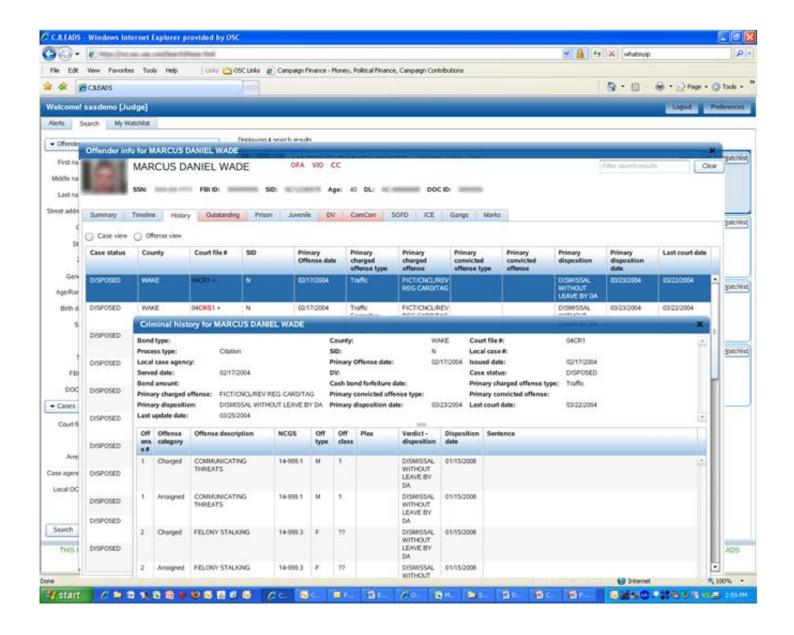
- *Provides a list of offenders meeting the search criteria*
- *The Criminal Justice Professional reviews the results and selects the person of interest*

The information provided is test data for demonstration purposes only.
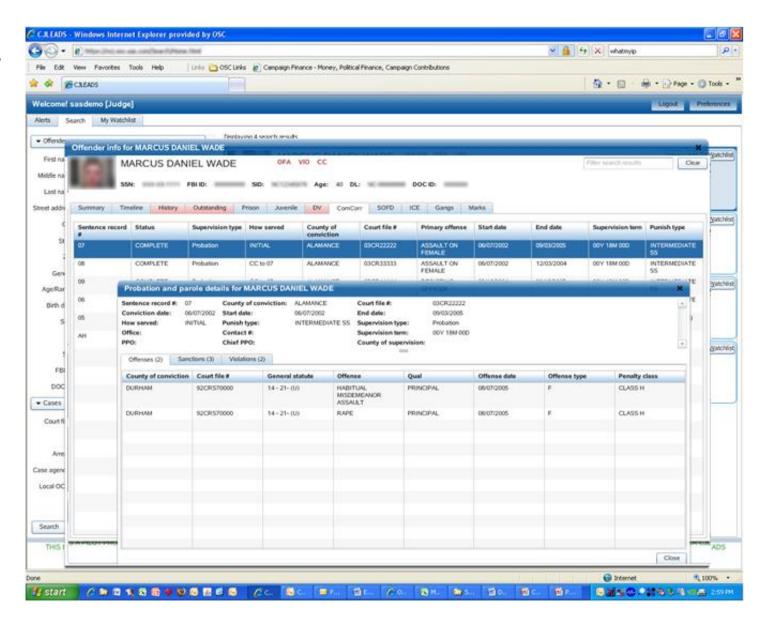
CJLEADS Summary Screen

- *A summary of the individual is displayed*

- *Items highlighted in red alert the criminal justice professional to information that may be of importance*

- *The criminal justice professional may view detailed information by selecting a tab at the top of the screen or clicking on one of the boxes at the bottom of the screen*

The information provided is test data for demonstration purposes only.

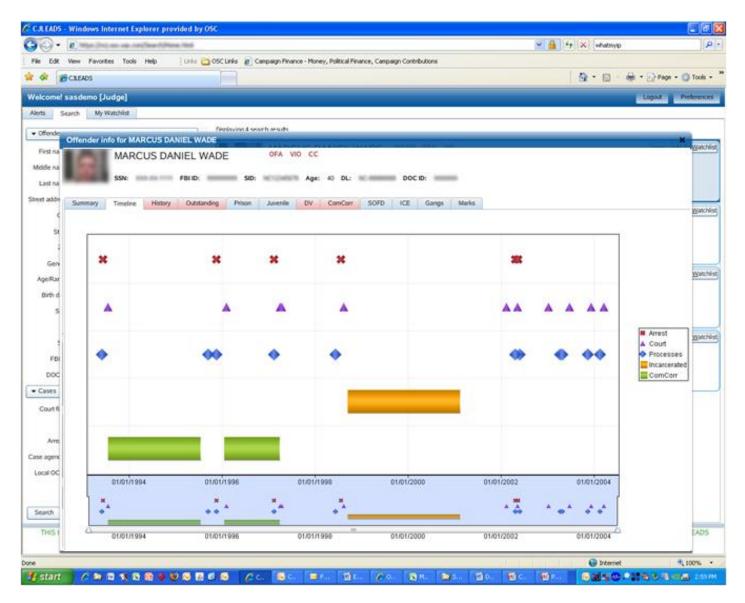*CJLEADS History Summary and Detail Screens*

- *The history summary screen provides a list of cases and information for the individual*

- *The criminal justice professional can "drill into" detailed case information by double clicking on a specific case*

The information provided is test data for demonstration purposes only.

CJLEADS Community Corrections Summary and Detail Screen

- *The Community Corrections summary and detail screens provide probation, parole, and post sentence release information for the individual*

- *The criminal justice professional can "drill into" a sentencing period by double clicking on a specific case*

The information provided is test data for demonstration purposes only.

CJLEADS Timeline Screen

- *The timeline screen provides a visual representation of an individual's criminal information.*